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**Working together for growth and jobs
Further steps in implementing the revised Lisbon strategy**

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INTRODUCTION

We have entered the second year of the new partnership for Lisbon. Key challenges and priorities for action have been established at Member State and EU level. Now is the time for implementation.

This document is intended to provide information and guidance to Member States and stakeholders on key practical steps over the coming year for the implementation, monitoring, reporting and communication of priority actions aimed at meeting the EU's objectives under the Growth and Jobs Strategy. It was discussed at the meeting of Lisbon coordinators in Brussels in March 2006. This includes proposals to develop the partnership (between EU institutions, Member States and other stakeholders) needed to deliver key actions.

A roadmap summarising the main steps and the timetable for the elements detailed below is provided in Annex III.

1. MAKING PROGRESS TOWARDS GROWTH AND JOBS OBJECTIVES

2005 saw the production of 25 National Reform Programmes (NRPs), in which each Member State sets out its key challenges and priorities for action in the context of Lisbon. These NRPs have been assessed by the Commission. The Commission's Annual Progress Report¹ has fed into Council working groups and debates in sectoral councils, the European Parliament and other institutions, culminating in the conclusions adopted made by Heads of State and Government at the 2006 Spring European Council.

The focus is now on delivering results - on the objectives set in the NRPs, on implementation of the NRPs and making progress in addressing national challenges, taking due account of suggestions made in the Commission and Council assessments. Where necessary, Member States should update their NRPs, taking account of the conclusions of the 2006 Spring European Council, with a view to sharpening their focus on key challenges specific to that Member State.

In its Annual Progress Report, the Commission identified four key areas where action is particularly important. The 2006 Spring European Council, within the context of the Integrated Guidelines, called for a number of specific **priority actions** to be implemented by the end of 2007:

- investment in knowledge and innovation;
- unlocking business potential, especially of SMEs;
- increasing employment opportunities;
- moving towards an efficient and integrated EU energy policy;

¹ COM(2006)30

These now need to be reflected in the reporting at EU and Member State level and, if this is not yet the case, to be reflected in the key challenges and measures identified in the National Reform Programmes.

Member States should also take account of the NRPs and the four priority actions detailed above as they draw up their national strategic reference frameworks for the **cohesion programmes**. The Commission is working with Member States to this effect.

EU-15 Member State have already agreed to earmark funds for Lisbon. Many new Member States are preparing to do so. The Commission has invited all Member States to consider earmarking funds to ensure delivery of Lisbon objectives.

2. DEVELOPING THE PARTNERSHIP

Partnership between Community institutions, Member States and stakeholders is an essential element of the renewed Growth and Jobs agenda.

In addition to pursuing **regular contacts with national Lisbon co-ordinators**, the Commission intends to **visit each Member State** in June and July 2006 for bilateral meetings. These visits will focus on the implementation of the NRPs and plans for monitoring and reporting. They will also focus on any updates to the NRPs necessary in the light of Commission and Council conclusions and the priority actions decided at the Spring European Council.

There will also be an opportunity to discuss innovative ideas and good practice. It is important to draw on Member States' experience, by providing opportunities for **exchange of information and mutual learning**. To this end, the Commission, in close co-operation with national Lisbon co-ordinators, will organise a number of workshops.

These workshops could be hosted by Member States, and could be linked to ongoing work regarding the implementation of the NRPs. Possible topics could include: the one stop shop for setting up a business, links between universities and business, measures for older workers, 'flexicurity', promotion of renewable energy. The aim is to focus on concrete examples of how best to put in place measures that are a priority under the Growth and Jobs agenda.

Consultation and engagement of national (and regional) parliaments, local authorities, social partners and other stakeholders is necessary for a real partnership for growth and jobs. There has not always been sufficient time for detailed consultation during the preparation of National Reform Programmes. Dialogue needs to be deepened to increase ownership.

3. MONITORING, REPORTING AND EVALUATION

It will be important, at national and at EU level, to be able to demonstrate that the Lisbon partnership approach is working. For this effective monitoring, reporting and evaluation of progress under the NRPs is needed. Member States will need high-quality information to steer and measure their reform efforts and should be willing to

make this information available to other Member States and the Commission. The Commission will also report on progress under the Community Lisbon Programme.

The assessment of progress by the Commission and the Council should be based on the full range of information sources available. It should rely on qualitative and quantitative measures and on input and output measures. Work to develop quantitative indicators continues in both Member States and at Community level. These should be used as far as possible. However, given that in many cases there is a time-lag between taking an action and being able to measure its impact, it is important also to have good information on inputs or actions implemented. The assessment methodology will develop over time as measures start to produce measurable impacts on the ground and as the quality of information improves.

A robust assessment of progress therefore depends on Member States providing clear and comparable data on measures under their NRPs in their annual national progress reports. The Commission is mindful of the need to avoid reporting burdens for Member States. However, an assessment grid (see Annex) of the measures contained in the programme will be a basic tool for assessing progress in implementing the NRPs. The table should contain information on each measure set out in the NRP, including a short description and data on implementation and budget, as well as possible indicators for measuring progress.

It should also be remembered that reporting on implementation of the small business charter should be integrated into the progress reports. The emphasis put on SME issues in the 2006 Spring European Council conclusions only makes this more important.

This is the basis for the streamlined approach to the revised Lisbon strategy as introduced in 2005. With this in mind, the following proposed approach is based largely on information that will in any event be required for those managing the implementations of measures in the NRPs.

The following arrangements are proposed for Member States' progress reports:

- The reports should be presented to the Commission **by 15th October 2006**.
- They should consist of two parts:
 - a succinct political text (3-4 pages), responding to, the Commission's and Council's assessment of the NRP as well as to the 2006 Spring European Council conclusions and the Commission's Annual Progress Report and, if necessary, outlining changes introduced in the NRP. This text would draw on an integrated analysis of the 3 dimensions covered by the NRPs;
 - a Progress Report providing a more technical update on measures taken to address national challenges, with annexes as appropriate;
- It is suggested that Member States consult national parliaments and stakeholders on the progress reports before finalisation and submission to the Commission;

On the basis of its analysis of the national progress reports, the Commission will produce its 2007 Annual Progress Report to the European Council.

The 2007 Annual Progress Report would also provide the basis for country-specific multilateral surveillance of progress made towards the Lisbon goals, carried out by the different sectoral Council formations, as part of the preparation for the 2007 Spring European Council.

4. COMMUNICATING LISBON

Two way communication with stakeholders and citizens is essential for effective and lasting reform, which relies on broad consensus on the overall direction of policies. Effective communication includes real consultation before key decisions are taken. It also requires taking communication issues into account at an early stage in framing policy.

There is an important window of opportunity to communicate on Growth and Jobs in 2006, on the central theme of how the brighter immediate economic outlook can be sustained long-term.

The partnership approach provides added value on communication just as it does to other parts of the reform process. The Commission will act as a catalyst to identify successful communication practices used by Member States in preparing and implementing NRPs and will encourage others to learn from those approaches and adapt them to their own circumstances.

For its own part the Commission has designated the Growth and Jobs agenda as a top priority under its Communication Action Plan and as the issue at the top of the agenda when the President and Commissioners visit Member States under the “Plan D (democracy, debate, dialogue) initiative”. It is also drawing up detailed plans for Growth and Jobs communication initiatives concentrating on the audiovisual media.

ANNEX I

Suggested Outline for Member States Progress Reports (max 40 pages)

1. Political summary
 - will be based on an integrated analysis of the 3 dimensions (macro, micro and employment) covered in the NRPs.
2. State of play in terms of governance and ownership
3. Economic situation and macro-economic policies, including:
 - state of play/progress achieved in view of objectives and targets fixed in the 2005 NRP and in particular on the key challenges requiring specific attention;
 - if any, presentation of new initiatives;
 - if needed, complementary information as requested by the Commission;
4. Micro-economic policies , including:
 - state of play/progress achieved in view of objectives and targets fixed in the 2005 NRP and in particular on the key challenges requiring specific attention;
 - if any, presentation of new initiatives;
 - if needed, complementary information as requested by the Commission;
5. Employment policies, including:
 - state of play/progress achieved in view of objectives and targets fixed in the 2005 NRP and in particular on the key challenges requiring specific attention;
 - if any, presentation of new initiatives;
 - if needed, complementary information as requested by the Commission;
6. Brief description of coordination between the national reform programme and the structural funds;
7. Innovative ideas and success stories for exchange.

ANNEX: to include an assessment grid, completed by the Member State

ANNEX II

A methodological framework for assessing progress with the implementation of the Growth and Jobs Strategy

1. EXECUTIVE SUMMARY

The key objective of the Growth and Jobs Strategy (GJS) is to increase the living standards of the Europeans by enhancing the European economy's growth potential in a sustainable way and by promoting job creation. The 2005 Spring European Council re-launched the Strategy and increased its focus on growth and jobs. In addition, it set out to address the main weakness of the GJS, i.e. slow implementation, through an increase of national ownership.

This increased national ownership was reflected in the National Reform Programmes (NRPs) adopted by the EU Member States in the autumn of 2005. The NRPs outlined the main challenges and the national reform strategies to address them for the period 2006-2008. The NRPs are based upon the Integrated Guidelines and discussions with the Commission on key challenges. The NRPs were subsequently assessed by the Commission in its 2006 Annual Progress Report and by the Council in the course of a multilateral surveillance exercise. These assessments focused on whether the degree of ambition of the policy plans was appropriate. Based on the Commission's 2006 Annual Progress Report (APR), the Spring European Council set out four priority areas, already covered in the Integrated Guidelines, where further concrete action would be needed.

It will now be essential to carefully assess progress with the **implementation** of the GJS in order to ensure that the GJS is carefully monitored and that appropriate policy decisions can be taken in time to ensure that the GJS objectives are met. In any event, a comprehensive and robust assessment will be of crucial importance to prepare for the mid-term review of the GJS in 2008. The framework will also be of key importance in addressing the question of the formulation of country specific recommendations in 2007. This note, therefore, proposes a methodological framework that can be used to follow the implementation of the GJS over the next years. Inevitably, the assessment will evolve as more information becomes available over time, through the Member States' implementation reports and other sources of information.

In line with the partnership approach that underpins the GJS, this note is intended to serve as a basis for discussion with the other Institutions and the Member States on the methodological framework to be used. This will complement the efforts of Member States to step up the evaluation of their policies and reforms.

By the time the Integrated Guidelines are revised in 2008, the methodological framework will have to provide answers to all the following questions:

- (1) Are the Member States addressing the key challenges identified in their programmes through robust policy measures and is the same true for the Community Lisbon programme?
- (2) Is the implementation of the programmes taking place in a credible manner?

- (3) Is there a need to modify or complement the current National Reform Programmes or the Community Lisbon Programme in the light of the Commission's APR, the results of the multilateral surveillance exercise, and the Spring European Council conclusions?
- (4) What are the expected economic effects at Member State and at the EU level?
- (5) In which areas and to what extent should the Commission propose country-specific recommendations?

It is clear that, ultimately, given the uncertainties inherent in an exercise of this nature and in view of information gaps that are likely to occur, especially in 2006, there will always have to be a large degree of judgement brought to bear in assessing the programmes. The methodological framework is meant to inform and assist this judgement, not to replace it.

This note describes the proposed methodological framework for assessing the implementation of NRPs which would provide the responses to the questions listed above.

The framework consists of three separate methodologies that build on each other:

- (6) a comprehensive assessment of the progress made with implementation based on a detailed inventory of the reform measures set out in the NRPs,
- (7) an assessment of the impact of a number of key reform measures based on an analysis of their effect on growth and employment drivers such as R&D intensity, labour supply and labour productivity
- (8) an assessment of the overall economic impact of implementation through a model based exercise, complemented with structural indicators, as available.

Work with the first methodology will produce the results needed to use the second and third methodology. The application of the methodologies will evolve over time in line with the quality of information gathered and with the continuous development of expertise. This may mean that the third methodology will not be applied for other than illustrative purposes in the early stages.

1) The first element of the methodology aims at assessing how successful the Member States are in implementing the policies they have announced in their 2005 NRPs. This approach takes account of both the challenges defined in the Member States' NRPs and of the broad array of measures implemented to address these challenges. The Commission's APR, its analysis of the NRP provided in the country chapters of that report, and the conclusions of the 2006 Spring European Council will be taken into account when analysing the need for updating the NRPs with additional measures. On the basis of an **assessment grid/table** (see p. 13) with detailed information on measures taken to address the various challenges, it will be possible to identify whether and to what extent there is a **delivery gap** between the key challenges and the measures actually undertaken².

² This methodology builds on the analytical framework presented in the Commission's paper on "The economic costs of non-Lisbon" which establishes explicit links between the Lisbon-type structural reforms and the main Lisbon objectives.

2) To assist in judging the adequacy of measures and to assess their impact, the first methodology will, in a second step, be complemented by an analysis of the **impact of a subset of key policy measures** – such as policies to increase R&D expenditure, expenditure on active labour market policies, investment in human capital – **on a number of important growth drivers** - such as R&D intensity, labour supply, labour productivity. The objective is to gauge the effects of a limited number of crucial measures under the GJS on growth and employment. These measures will be evaluated for all Member States and the Community level to allow conclusions to be drawn for EU wide developments and to assess the need for possible policy adjustments.

Wherever possible the qualitative assessment of the effectiveness of the proposed measures and the status of their implementation will be accompanied by a quantification drawing on the literature and available quantification techniques. This assessment depends crucially on the availability of concrete information about the measures that are being assessed under the first methodology.

3) In a third step, an **analysis using economic models** will be performed to assess the macroeconomic effects to be expected from the reforms undertaken. Evaluating the macroeconomic impact of structural reforms is a complex analytical exercise. The model-based analysis will, therefore, evolve over time, depending on the developing expertise available in this area as well as on the quality of inputs provided in the national reports. It will to some extent depend on the work undertaken in the second methodology which will provide a detailed assessment of the direct effect of key policy measures on growth drivers.

The Commission sees developing and using modelling tools for the assessment of the macroeconomic impacts of reforms as an important element of the overall analytical framework since the success of the GJS strategy will ultimately be judged on its contribution to growth and jobs. Without the use of modelling tools, it will be more difficult to form a full view on this matter and to inform policy development, both at Member State and EU level. While structural indicators will eventually be used as well, they will only become available after several years and even then they will be affected by various factors, including the business cycle, which are difficult to disentangle from the effects of reforms under the GJS.

The contribution of the different methodologies to the overall assessment to be carried out will clearly vary over time. It is expected that for the next evaluation round (leading to the production of the 2007 APR), the emphasis will be on the first two methodologies and that a greater contribution from the third methodology can be expected only next year.

It is important to underline that the Economic Policy Committee (EPC) and the Employment Committee (EMCO) as well as the High Level Group of the Competitiveness Council have an important role to play in this context through the multilateral surveillance process. The thematic part of the multilateral surveillance process scheduled for the second half of 2006 in the EPC and EMCO is closely linked to the second methodology. The results of all three methodologies, where available, would eventually become crucial inputs for the country-specific multilateral surveillance. Given that developing the third methodology may take some time, its results will probably not be available to inform the country-specific multilateral surveillance in January 2007.

Finally, it is worth underlining that structural reforms in the labour, product and capital markets are especially important to the smooth functioning of EMU, not least because the euro area Member States are reliant on wage and price adjustment in response to asymmetric

shocks. Therefore, it is necessary to provide more insights on the aggregate impact of the GJS in the euro area and this is, therefore, a perspective the Commission will be providing through the proposed methodological framework.

2. THE INVENTORY OF REFORM MEASURES AND KEY CHALLENGES (FIRST METHODOLOGY)

This methodology seeks to assess Member States' progress in addressing the key challenges identified in the NRPs complemented by challenges identified in the Commission's APR and validated in the Council's multilateral surveillance exercises as well as in the conclusions of the 2006 Spring European Council. This approach reflects the efforts to increase the national ownership of reforms. Moreover, the Commission's APR recognised that a high degree of consensus on the key challenges has been achieved between the Member States and the Commission. Nevertheless, the country-specific conclusions in the country chapters of the APR identified a limited number of challenges which were not fully treated in the NRPs of several Member States. The assessment of the Progress reports will take due account of these cases, in line with the call of the 2006 European Council on the Member States to report in Autumn 2006 on the measures taken to implement their NRPs, in the light of the evaluation by the Commission and the Council.

The key challenges are the natural starting point for the assessment of implementation. They should all be covered, although some of the identified challenges are more important for the objectives of growth and employment than others. In addition, the specific areas for priority action singled out by the European Council must also be taken into account through policy measures that affect the key drivers of growth and employment. The latter apply to all Member States.

The assessment of the implementation of the NRPs aims **at identifying whether the Member States have developed and implemented policy measures to address the key challenges**. This assessment will distinguish two main stages. First, it will be necessary to summarise in a comparable and consistent way the information provided by the Member States in their national reports. Second, on the basis of this information, an overall assessment will be made of the implementation of measures in the Member States.

Central to this methodology is an **assessment grid/ table** which provides an overview of the announced or implemented measures: this grid is presented on page 13. The first part of the grid is descriptive and based on the information provided by the Member States in their NRPs while the second part summarises the Commission's assessment of the measures taken by the Member States.

The **descriptive part of the grid** includes for each Member State:

- The key challenges agreed and the observations made in that regard in the country chapters of the APR and in the multilateral surveillance exercises as well as the policy measures addressing the four priority areas for action identified decided by the 2006 Spring European Council;
- The Integrated Guidelines and the specific area for priority actions to be used as a reference for the key challenges;

- An identification of the main measures taken by the Member States to address its key challenges. For each measure, the grid will include its definition as given by the Member State, a reference to a standard classification and its rationale as explained by the Member State;

Assessment grid – an illustrative example

Key challenges & Specific areas for priority action (European Council Conclusions March 2006)	Integrated Guidelines	Measure			Implementation		Direct budgetary costs	Indicator(s) to measure progress	Assessment		
		Description	Reference to standard classification	Impact expected by the Member State	Status and timeline				Appropriateness	Degree of progress	Overall assessment
Reduction in labour costs	3	Targeted reductions of non-wage labour costs			Proposed/ Adopted/...						
	4	Wage moderation									

The status of each measure (for example, announced, public consultation, adopted legislation) and the timeline for implementation;

- The budgetary impact associated with the measure. It is important that in their progress reports the Member States indicate clearly the budgetary implications of the ongoing and planned reforms.
- The effects the Member State expects the implementation of the measure to generate.
- And, if possible, indicators which could be used to assess the direct impact of the measure.

In order to improve the comparability and consistency of the information provided by the Member State, it is suggested to use a standard classification/typology of the main policy measures contained in the NRPs. This classification must be based on the IGs and may also be linked to the labour market reform database (LABREF) and the microeconomic reform database (MICREF) of the Commission which are being developed.

This information allows a straightforward assessment of the progress that is being made with addressing the key challenges and the implementation of the reform programme. It will also allow an assessment of the budgetary effects, taking into account the budgetary implications of the programmes and the extent to which they are consistent with the budgetary constraints.

The grid will also allow a qualitative analysis to be carried out in order to address:

- Are the measures **appropriate**, i.e. going in the right direction to address the related challenge of the Member State?
- What is the **degree of progress/ambition** in addressing the challenges and raising employment and growth performance (e.g. limited, good, high)?
- Are the measures **consistent/complementary** with the other measures of the reform package, e.g. do they introduce any trade-offs in terms of objectives to be achieved; are there synergies between the measures; does the sequencing of measures contribute effectively towards the success of the overall strategy?³

In this assessment the Commission will take into account the economic situation including financial and budgetary stability, the past performance of the Member States with respect to reforms and the institutional set-up.

The first methodology will, therefore, help answer the first two central questions for the assessment of progress with the GJS formulated in the Executive Summary of this note.

³ As an example, one needs to pay due attention to the budgetary implications of certain structural measures and to assess whether they are compatible with the overall stability of public finances. For instance, ambitious increases in public R&D expenditures might be inconsistent with the short-term fiscal consolidation in a country under the excessive deficit procedure (unless accompanied by equally ambitious shift in the composition of public spending). On the other hand, measures leading to short-term fiscal consolidation might open the door for increases of productivity-enhancing public investment.

1. ASSESSING THE ECONOMIC EFFECTS OF KEY REFORM MEASURES ON GROWTH DRIVERS (SECOND METHODOLOGY)

The second methodology aims at evaluating the economic effects of a number of central reform measures on intermediary variables, such as R&D intensities or mark-ups. Such key measures cover the central employment and knowledge/innovation objectives of the GJS as well as other elements of the four priority actions adopted by the 2006 Spring European Council. However, where Member States include other crucial policy measures, these will also be assessed to the extent that they are important for growth and jobs.

The second methodology draws heavily on stylised relationships, the literature and the peer review exercises – which will be summarised in the above-mentioned data-bases- to assess:

- *The effect of policy measures on the policy objectives*; e.g. what is the expected effect of the tax incentives and innovation vouchers on R&D expenditure; of training vouchers on investment in human capital;
- *The effect of the likely changes in the policy objectives on key growth drivers*; e.g. the effect of the expected increase in R&D expenditure on technological progress and productivity; the effect of changes in investment in human capital on labour productivity and employment;
- The effect of the changes in key growth drivers on growth and employment.

In many cases these assessments will be of a qualitative nature (e.g. significant positive effect on the policy target), but the objective is to complement this with a quantitative assessment. This approach should allow the use of the growth drivers as benchmarks, to make an overall judgement on the **adequacy and sufficiency** of the measures to address the key challenges.

The second methodology will, therefore, help to provide fuller answers to the questions presented in the preceding section and it will also allow first estimates to be made of the economic effects of these measures (thereby addressing questions 1, 2, 3 and 4).

2. ASSESSING THE ECONOMIC EFFECTS OF THE REFORM EFFORT (THIRD METHODOLOGY)

The effect of the reform effort on performance will need to be measured in order to assess the ultimate success of the Growth and Jobs Strategy. Performance will need to be assessed in terms of levels, and adaptation dynamics by using, amongst others, the structural indicators database. Given the time lags between reform implementation and measurable effects, structural indicators can not be used to measure results at an early stage, although policy indicators – such as R&D expenditure – will be available as of 2008. Their use for measuring the impact of reforms under the GJS is complicated by the need to separate the effects of reform implementation from other influences. Structural indicators will however be used to take into account the different starting points of the Member States and to look at the factors that affect potential output growth, i.e. labour, capital accumulation and total factor productivity..

Developed indicators, relevant data, as well as tested behavioural relationships are not available for all policy areas. Two types of indicators are relevant for this exercise: (i) indicators of policy measures and inputs; and (ii) indicators of outcomes. None of these two types of indicators will be available to assess the situation since the adoption of the National Reform Programmes in 2005 in the 2007 Annual Progress Report, and few of them will be available for the 2008 APR. Furthermore, even when the data are available, it will be difficult to distinguish the effects of individual policy measures from the effects of other factors, including the business cycle.

Information on the proposed reforms in the NRPs and on the actual implementation of reforms by Member States will be used to determine the magnitude of the impact on growth drivers. The key drivers for growth and employment and the transmission channels through which their effects are being felt will be identified. They have been described in economic theory and validated by empirical research⁴. Such research also provides information on the relative importance of the different drivers for growth.

The modelling exercise could draw *inter alia* on the past simulations of the effects of structural reforms made by the Commission and a number of studies on the link between structural reforms and macroeconomic performance.

Model-based analysis can be helpful to signal tendencies and highlight strengths and weaknesses. Continued work with existing models – such as QUEST and WORLDSCAN – will be useful for assessing the potential economic effects of the Growth and Jobs strategy. It should lead to a more rigorous evaluation framework, based on detailed information and an intense policy dialogue. Its use can also help focus the ongoing policy debate between Member States and Commission as well as multilateral surveillance in the various Council formations. Furthermore, it would provide a common assessment format” for the progress reports on the NRPs. Obviously, the approach would be further developed in the coming years, leading to the emergence of a more robust methodology over time.

The third methodology is aimed at providing an answer to the central question formulated in the executive summary above regarding the economic effects of the GJS. This would also help answer the other questions relating to measuring progress toward the objectives of the GJS.

3. COUNTRY-SPECIFIC RECOMMENDATIONS AND UPDATING THE COMMUNITY LISBON PROGRAMME

The Commission has already indicated that, following the assessment of the progress in implementing the NRPs, it may issue country-specific recommendations to Member States when deemed necessary, as announced in its communication to the Spring European Council 2006. The preceding analysis should provide a sufficient background for such a decision.

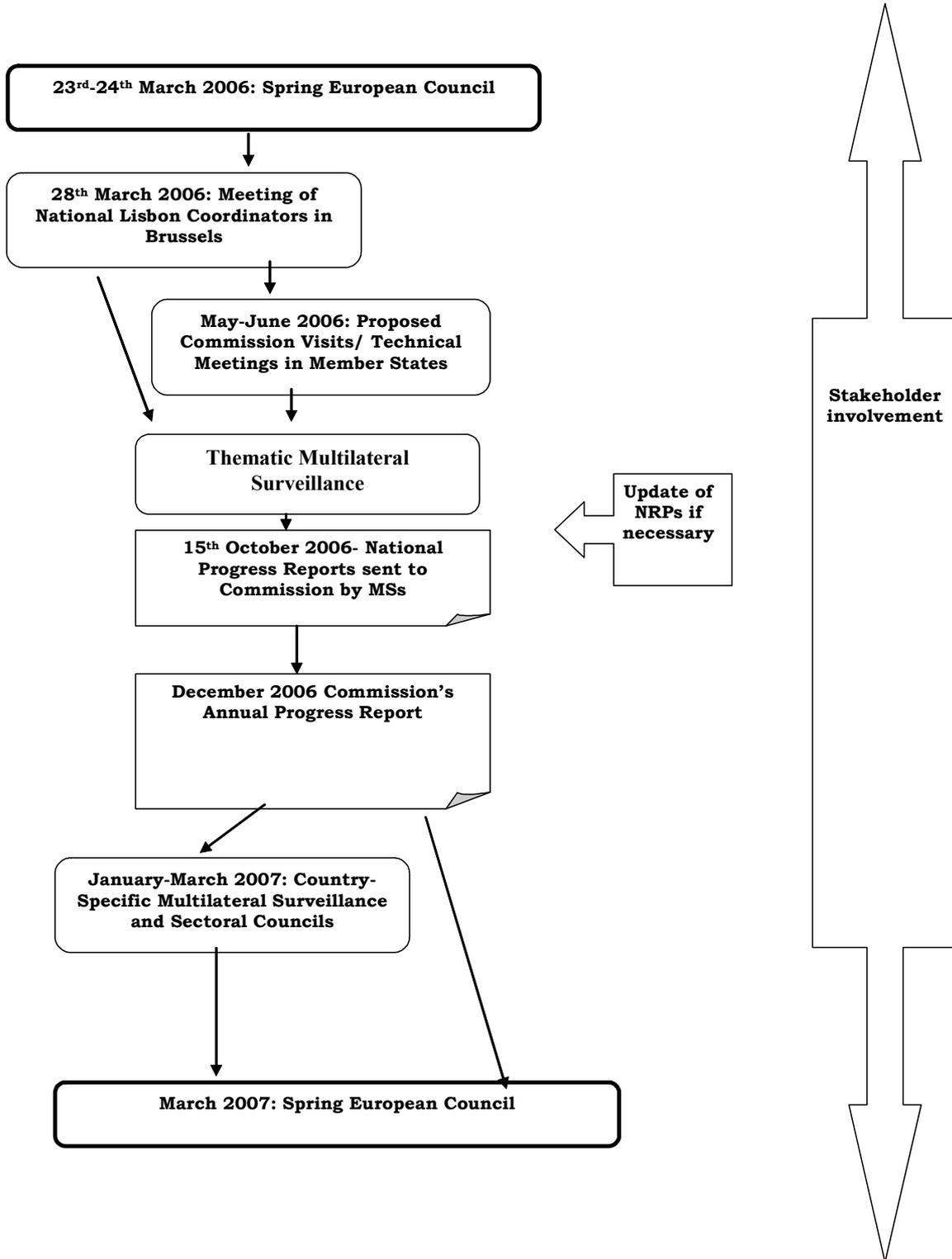
When forming its views on whether to issue country specific recommendations the Commission will consider in particular whether key challenges are addressed, and whether measures to address them are adequate and sufficient.

⁴ For example, greater competition, in product markets pushes down mark-ups of companies and forces them to improve their efficiency and hence productivity.

In addition, the evaluation of the implementation and the combined effects of the NRPs could lead to the identification of the need for further policy development at the Community level and a possible updating of the Community Lisbon Programme.

ANNEX III

Calendar and Roadmap for Implementation of the Growth and Jobs agenda in 2006/2007



ANNEX IV

Calendar of Lisbon Missions

Member State	Date
Finland	31 May
Sweden	12-13 June
Greece	15 June
Latvia	15-16 June
The Netherlands	16 June
Austria	19 June
Estonia	2 June
Slovenia	19-20 June
Denmark	22-23 June
Germany	26 June
Hungary	26-27 June
Lithuania	27 June
Belgium	29 June
Spain	19 June
Malta	19 June
France	20 June
Luxembourg	19-22 June
Poland	8 June
United Kingdom	28-29 June
Slovakia	28 June or first week of July
Cyprus	12 July
Italy	6-7 July or later
Czech Republic	13 July
Portugal	20 July
Ireland	early July